DIVISIONAL OBJECTIVES AND ORGANIZATIONAL STRATEGY

SOCIAL SERVICES DIVISION

DEPARTMENT OF COMMUNITY SERVICES

Reviewed by:

J.P. Kruger
Interim Commissioner
of Community Services

R. Tomlinson
Commissioner of Social Services

Prepared by:

D.J. Hipgrave
Chief administrative
Officer's Department

INTRODUCTION

In January, 1982, it became evident that a refinement of the organizational structure of this division needed to be conducted. There were three main reasons for this:

- Several senior managers were near retirement and some transfer of staff at the senior level was necessary.

- The division was alerted to the fact that the proposed integration of FBA and GWA was scheduled for sometime in 1983. This would dramatically increase the management control requirements in the division, and steps had to be taken to anticipate the problems and prepare for them, well in advance.

- Succession planning dictated the need to make certain staff changes under a modified reorganization plan.

The final product of this review is the plan contained herein which encompasses the following main elements:

- a definition of the mission statement of the division and more specific operational objectives

- the development of an organizational realignment consistent with the above objectives

- the identification of staffing considerations implied by the above organizational proposal

This review should be considered part of an ongoing process of organizational refinement which was initiated following the adoption of the recommendations contained in the management review conducted in 1981.

Similar follow up reviews have been made (i.e. Childrens' Services, Homes for the Aged) and will be made in other divisions in the future.

The objective of this plan is similar to that which was stated for the Departmental management review which was "to equip the Department to meet the pressures and anticipate the future direction of social service needs in Metropolitan Toronto," but in this case is more narrowly focused at the divisional level.

DIVISION OBJECTIVES

The process of the development of division objectives was initiated by a day and a half workshop to review operations, identify needs and prioritize objectives. The workshop was attended by the senior management of the division, Area Office personnel, various program managers, other departmental staff and staff from the Chief Administrator's office. A complete list of those attending the workshop is contained in Appendix I.

What evolved from the workshop was a rough outline of objectives. These were refined and further developed in subsequent meetings with the workshop group to produce the final set of objectives that are contained herein.

The objectives are categorized into the two main groupings of Income Maintenance and Hostel Operations. Income maintenance includes all activities directly related to the delivery of the welfare program in area offices including special assistance and supplementary aid, programs which facilitate entry of employables into the work force such as counselling and work activity, and other support programs such as teaching home-makers, family court, emergency service, etc. Hostel Operations refers to activities directly related to the activity of the mens', womens' and family hostels as well as the purchased hostel services program. Each set of objectives is preceded by a mission statement which sets out in broad terms the overall purpose and broad goal(s) of each program. The goals and objectives are shown in detail in Appendix II of this report and are highlighted below.

EXHIBIT I

MISSION AND MAJOR OBJECTIVES

INCOME MAINTENANCE

MISSION:	Serve needy	Facilitate entry of employables into work force
MAJOR OBJECTIVES:	Maintain 24-hour response time	Enhance examination of long-term cases.
	Maintain optimum staffing levels	Increase proactive role of counselling and work activity interfaces.
	Enhance effective utilization of staff	
	Maintain accessibility of program through home based service.	
	Increase the effectiveness of ancillary programs.	
	Increase public and provincial awareness of the inadequacy of welfare allowances.	

Income Maintenance

The major function of the division is income maintenance. The mission for the income maintenance program is contained in the two broad goals shown in Exhibit I.

Maintain 24-hour Response Time: The key operational objective for the income maintenance program is the twenty-four hour response time - measured as the time between client enquiry to initial contact by a case worker. This objective is the cornerstone of the Division's operational plans as it has a significant impact on staff resources and their deployment. This target has been in effect for some time but has never been formally adopted as an explicit objective. It must be emphasized that this objective is a target and actual response times will vary as the caseload fluctuates over time.

The establishment of a response time target determines the need for caseload forecasting and response time monitoring systems. The former is necessary to allow the Division sufficient lead time to alter its resources in response to a changing caseload and the latter is required to identify exceptional increases in response time and where corrective action may be necessary.

Also, the response time standard makes it possible to increase operational authority at the Area Offices while at the same time allowing for increased control and standardization of operations among offices. Area Office administration must be given the authority to allow flexibility in meeting the response time, but the overall objective to strive to meet the twenty-four hour target must be maintained as a benchmark. As data is collected within the Area Offices and the full impact of this target is assessed and evaluated, it may be desirable to modify the response time standard.

Maintain Optimum Staffing Levels: The objective of maintaining optimum staffing levels is contingent on the target response time and assumes a recruitment system to meet variable service demands. This also assumes that appropriate linkages are established betwen the caseload forecast and the staffing levels. Objectives in this area have been established in

conjunction with the Administrative Services Division and detailed work plans will be developed jointly.

Enhance Effective Utilization of Staff: To achieve effective utilization of staff, a number of detailed sub-objectives have been established. The first of these is to review staff deployment methodologies in the Area Offices.

Maintain Accessibility of Program Through Home-Based Service: To maintain accessibility of the welfare program through a continuation of home-based service, it is necessary to firstly rationalize the telephone system and secondly examine the hours of operation of area offices.

Facilitate Entry of Employables into the Work Force: Achieving this objective requires that the long-term caseload be examined and the concept of the "special team" to focus on this problem be reviewed. Secondly, the interface between the counselling function in area offices and the Work Activity program must be increased.

Increase the Effectiveness of Ancillary Programs: While the direct delivery of welfare assistance in the Area Offices is the major activity of the Social Services Division, its mandate also includes the many ancillary activities listed below:

Special Assistance/Supplementary Aid
Counselling
Purchase of Service (Counselling, Homemakers and Nurses Services)
Teaching Homemakers
Information and Referral
Day Care

EXHIBIT II

MISSION AND MAJOR OBJECTIVES

HOSTEL OPERATIONS

MISSION: Provide emergency shelter and food to families and single individuals in Metropolitan Toronto who are homeless and indigent.

MAJOR OBJECTIVES:

Improve the ability to sustain a more relaxed atmosphere in the hostels.

Determine the levels of emergency treatment, first aid and medical care that should be available in the hostels and train staff accordingly.

Provide organized recreation programs, particularly for family hostels and the seniors at Seaton House.

Improve the management of food services.

Increase the control over the maintenance and cleaning functions.

Adjust the operating standards of the hostel operation to reflect enriched program delivery in effect.

Improve the administration of the hostel operation.

Improve purchased hostel services

Family Court
Housing
Emergency Service
Cheque Issuance and Control
Work Activity

While there is a requirement for the above activities to interface with the direct delivery of welfare assistance, their operational characteristics are quite distinct, and it is for this reason that separate objectives have been established for these.

Increase Public and Provincial Awareness of the Inadequacy of Welfare Allowances: While some responsibility for achievement of this objective rests with the Division, it also transcends divisional boundaries to become a Departmental objective and, further, one that the Community Services and Housing Committee has addressed as a major priority.

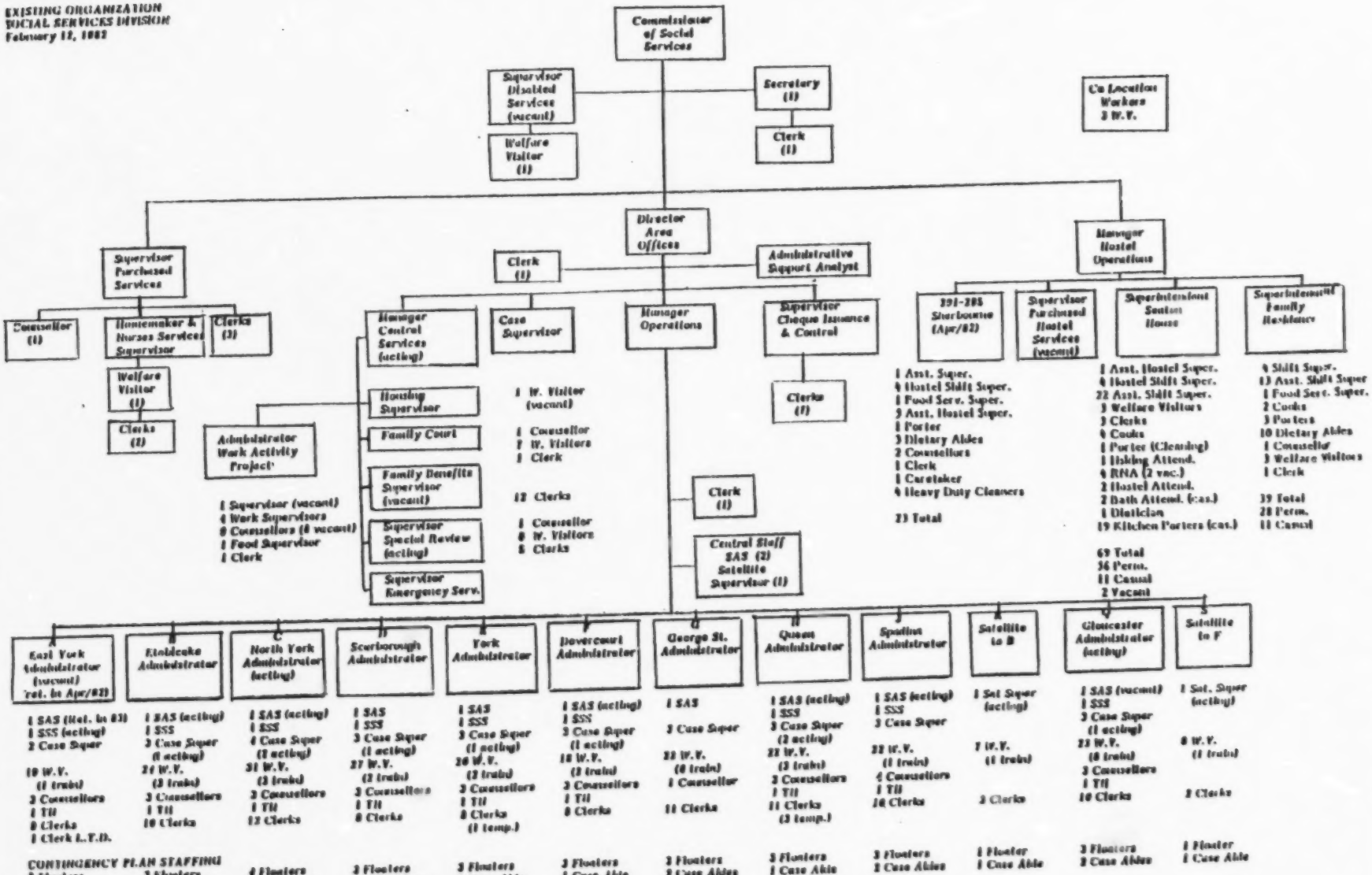
Hostel Operations

The overall mission of the hostel operations is stated in Exhibit II.

The first three objectives are aimed at program delivery, i.e. improving the atmosphere in hostel operations through the establishment of more effective client handling procedures, rationalizing emergency treatment, first aid and medical care in the hostels, and providing organized recreational programs. The remaining objectives are directed at the administrative activities of the program and include improving the management of food services, increasing control over the maintenance and cleaning functions, adjusting operating standards to reflect enriched program delivery in effect, developing a participatory budget process and information systems for effective management control. These objectives are shown in detail in Appendix II.

EXHIBIT III

EXISTING ORGANIZATION
SOCIAL SERVICES DIVISION
February 12, 1982



The objectives described above constitute a general plan of action for the Division but are sufficiently specific such that they form a basis for the next phase in the process - development of individual goals and objectives and detailed work plans. The detailed work plans will include target dates and individual and joint responsibilities where appropriate. The work plans will become the basis for a Divisional performance evaluation system whereby progress that is made towards the achievement of individual goals and objectives can be assessed. While this system should be jointly developed with the Personnel Department, the primary responsibility for its implementation rests with the Commissioner of Social Services.

ORGANIZATIONAL STRATEGY

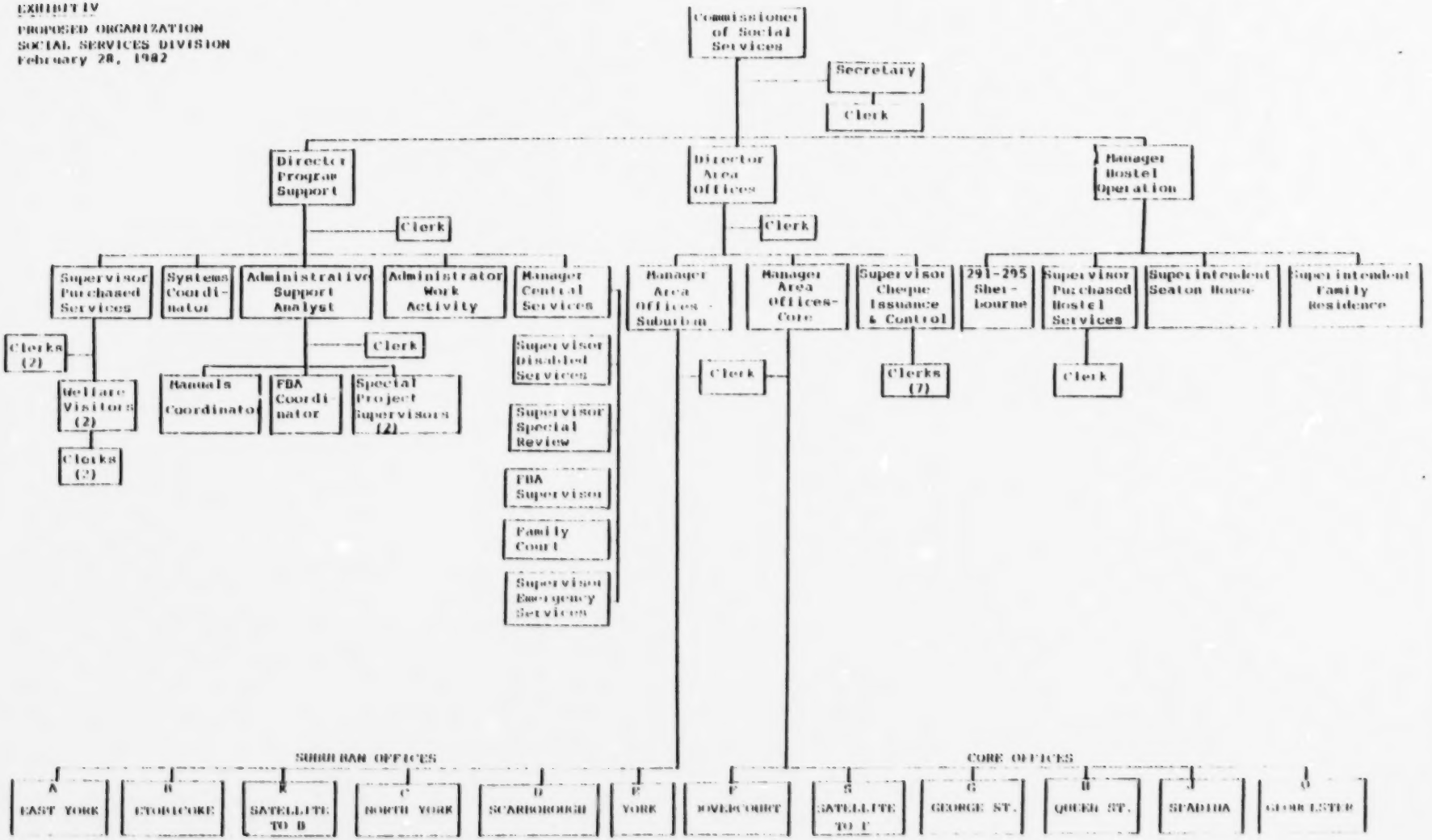
Existing Organization - Major Issues

The existing organization of the Social Services Division is shown in Exhibit III. During the development of divisional objectives, several key issues were identified which relate to the inadequacies in the present organizational structure, and these are outlined below:

- The span of control of the Director of Area Offices is considerable, not only in terms of the number of personnel reporting to the position (9 direct, 681 indirect), but also in terms of the number of different programs and activities. This position directs the delivery of the GWA program ($93 millions for 1981) through ten area offices and two satellite offices, and is also responsible for directing the activities providing program and administrative support such as caseload analysis and research, manual writing and updating, work activity, family court, family benefits, special services, emergency services and housing. The span of control for this position should be reduced.

EXHIBIT IV

PROPOSED ORGANIZATION
SOCIAL SERVICES DIVISION
February 28, 1982



NOTE: - Chart indicates reporting relationship and not position status.

- Positions that have not been otherwise modified and not shown on this chart are per the existing organization chart (Exhibit [illegible])

- The span of control of the Manager of Operations is also extensive for the reasons stated above. This position is the essential link between head office and the ten Area Offices and two Satellite Offices and plays a major role in the coordination of field activities. Under the present organizational arrangement, the Manager of Operations can review current operations with each Area Office Administrator once every two weeks. The frequency of these reviews should be increased for effective management direction and control, particularly considering the overall lack of management information capability within the Division.

- At the present time, only the MAIN system provides the majority of information related to Area Office operations. This system was designed by the Province of Ontario and its main purpose is the reporting of statistical information (i.e. number of cases, cheques issued, etc.) rather than information for management control. While the Province has embarked on developing a new system (CIMS) which will provide most of the division's management information needs for the program, the system will not be available until sometime in 1983. Until then, there will continue to exist a large gap in information for management control purposes and the existing organizational structure does not adequately compensate for this.

- In 1981, the Division implemented a system of rotating Administrators and other senior staff of the Area Offices as a means to standardizing operations. While the rotating of staff is not always possible for practical purposes, some progress towards the standardization of operations can also be addressed by organizational restructuring.

- The existing Social Assistance Manual does not set out standards of how Area Offices should operate, standards of performance, supervisory responsibilities, etc. This need as well as the creation

and updating of other manuals needs increased emphasis with the organization.

- There is considerable need within the division for increased program analysis capability (long-term caseload, caseload forecasting, staff deployment, etc) and other administrative support functions such as the preparation and updating of manuals as outlined above. At present, these functions are being performed by personnel who have been transferred from the field operations (four supervisors) which in turn has required the appointment of personnel to fill these positions on an acting basis in area offices. While the need for the analysis and administrative support functions have been recognized, personnel need to be appointed to these positions on a more permanent basis.

- The purchase of hostel services needs to be more closely aligned with the program area for increased program control.

Proposed Organization

The proposed organization structure is shown in Exhibit IV. It should be noted that those positions that have not been otherwise modified and that are not shown on this chart are per the existing organization chart shown in Exhibit III. The highlights of this proposed organization structure are as follows:

- A major organizational separation is made between the direct delivery of welfare assistance through area offices and the ancillary programs such as Work Activity, Family Court, etc. and those activities which support program delivery (program analysis, systems coordination, administrative support, etc.). To this end a new Director of Program Support has been added. The

responsibility of this function will be to provide direction to all ancillary programs and administrative support areas for the division. The Director of Area Offices position will continue to have line responsibility for the delivery of the Income Maintenance program in Area Offices and the cheque issuance and control function.

- The organizational structure dealing with the line delivery function will be more streamlined with the responsibility for the ancillary programs and administrative activities removed. The reduced span of control will permit the Director of Area Offices to focus exclusively on the direction and control of operations in the field and concentrate on improving the needed interfaces with Area Offices and Corporate Headquarters.

- Increased management control and interface between the Area Offices and Corporate Headquarters will also be enhanced by the addition of another Manager of Operations. This will permit an up-to-date review of the operations of each Area Office on a weekly basis rather than bi-weekly which is the case at present. This increased interface is needed to compensate for the existing lack of corporate management information systems, operational standards and consistency of program delivery in Area Offices.

- The streamlined structure of the field operations organization will permit the management control required due to the expected integration of the FBA/GWA programs when this occurs (at the present time, expected in 1983).

- One Manager of Operations will be responsible for the offices located in Metro's core and the other will have responsibility for Area Offices located in the surrounding municipalities. This is the most appropriate categorization since the operating characteristics of those offices located in Metro's suburbs are

more related and are somewhat distinct from those in the City of Toronto. Standardization of program delivery would be maintained by rotating the Managers of Operations on a periodic basis.

- The cheque issuance and control function is vital to the delivery of welfare assistance and this unit will remain under the direction of the Director of Area Offices.

- The direction and control of ancillary programs such as work activity, FBA unit, family court, etc, will be enhanced by the creation of the Director of Program Support. This coincides with the recently increased emphasis on these programs and the expected further emphasis expected when the FBA and GWA programs are integrated.

- The need for increased program analysis and administrative support will be addressed by the creation of a unit whose main function will be to emphasize these activities. The work of this unit will be coordinated by the Administrative Support Analyst and will include the positions of Manuals Co-Ordinator, FBA Coordinator and two Special Projects Supervisors. These functions are presently performed by field personnel in an acting status. Caseload analysis, caseload forecasting, the development of innovative staff deployment methodologies, manuals preparation and updating, information systems coordination, the supervision of purchased services for counselling, homemakers and nurses services and detailed research related to issues such as the role and responsibility of the case supervisors, data input control, long term caseload analysis, etc., will also become the overall responsibility of the Director of Program Support.
- The need for the development and coordination of management information systems has been specified as a major divisional

EXHIBIT V

CHANGES IN POSITIONS

	Position Title	Salary Grade	Increase	Decrease	Salary Increase	Salary Decrease	Effective Date
1.	Director of Program Support	SM9	1		$58,702		June 1/82
2.	Manager of Area Offices	M1	1		$41,473 *		June 1/82
3.	Systems Co-Ordinator	M3	1		$41,984		June 1/82
4.	Manuals Co-Ordinator	M5	1		$30,328 *		June 1/82
5.	FBA Co-Ordinator	M5	1		$30,328 *		June 1/82
6.	Supervisor - Purchased Hostel Services	M7	1		$29,214		June 1/82
7.	Special Projects Supervisor	M8	2		$53,750		June 1/82
8.	Clerk Grade 3 (Director of Program Support)	non-excluded	1		$18,745		June 1/82
9.	Clerk - Grade 2 (Technical)	non-excluded	1		$21,595		June 1/82
10.	Manager, Community Service Centres	M1		1		$48,799	April 30/82
11.	Administrator - Area Office Q	M3		1		$41,984	Dec.31/82
12.	Unit Supervisor - Purchased Services	M7		1		$29,214	Dec.31/82
13.	Counsellor	non-excluded		1		$26,181	July 1/82
14.	Housing Supervisor	non-excluded		1		$28,611	July 1/82
15.	Welfare Visitors **	non-excluded		4		$90,472	June 1/82
16.	Clerk - Grade 2	non-excluded		2		$43,190	June 1/82
17.	Bath Attendant	non-excluded		1		$18,980	April 30/82
	TOTAL		10	12	$326,119	$327,431	
	NET ANNUALIZED INCREASE/DECREASE			2		$1,312	

* Step 1 in Salary Range
** Reduction of temporary employees

objective and is crucial to support the management decision and control processes of the Division. To this end, the position of Systems Coordinator has been created to assume the major responsibilities of coordinating divisional information needs and the liaison of this activity with the Administration Services Division of the Department and the Province of Ontario.

- The purchase of services function for hostels will be located within the hostel organization to provide increased program control.

The changes to the establishment of strength resulting from the proposed organizational structure are shown in Exhibit V. The proposal results in an increase of 10 positions and a reduction of 12 positions, 4 of which are temporary, and a net annualized cost decrease of approximately $1,300. Excluding the reduction of the four temporary welfare visitors, the proposal results in an increase of 10 positions and a reduction of 8 positions* to the establishment of strength at a net annualized cost increase not exceeding $90,000. No adjustment to the departmental operating budget will be necessary for the fiscal year 1982 as any increases required will be offset by the gapping provision.

OTHER ISSUES

Area Office Amalgamation

At the present time, there exist ten Area Offices and two satellite offices for the delivery of the GWA program in Metro. Five Area Offices and one satellite are located in the City of Toronto and the other five are located in

* Personnel's report show this as an increase of 9 positions and a reduction of 7 positions, due to netting out the Clerk Grade 2 positions. This does not alter the cost comparisons.

the surrounding municipalities (one area and satellite office in each municipality). Current plans call for the amalgamation of Area Offices "G" (George St.) and "Q" (Gloucester) by the end of 1982. The combined office will be located at 67 Adelaide St. East in premises formerly occupied by Metro's Personnel Department. By continuing the home-based service philosophy, it may be possible to further consolidate offices that are located in the City of Toronto and derive additional administrative efficiencies. Additional steps in this direction should be taken only after a careful review and evaluation have been made as a result of the amalgamation of offices "G" and "Q".

Integration of the FBA and GWA Programs

At present, Metro Toronto is not participating in the Province's pilot projects respecting FBA/GWA integration. However, as noted elsewhere in this report, a thrust towards the integration of these programs in Metro is expected in 1983 with a corresponding heightened interest in facilitating entry of employables into the work force. There will therefore be increased emphasis directed towards the counselling and work activity programs, and it may be appropriate at that time to review whether the work activity program might better be more closely aligned with the operation of the Area Offices.

APPENDIX I

WORKSHOP PARTICIPANTS

SOCIAL SERVICES DIVISION

COMMUNITY SERVICES DEPARTMENT

WORKSHOP PARTICIPANTS

Ms. D. Semon, Director of Operational Development - Workshop Facilitator

Mr. R. Tomlinson, Commissioner of Social Services

Mrs. J. Crowle, Director of Area Offices

Mr. R. Fitt, Manager of Operations

Mr. J. Jagt, Manager of Hostel Operations

Mr. L. Itiniant, Administrative Support Analyst

Ms. N. Ancheta-Smith, Administrator, Work Activity Program

Mr. P. Jagt, Area Office Administrator

Mr. E. Gam, Director, Operations Analysis and Review

Mr. D. Hipgrave, Director Operational Support, Chief Administrative Officer's Department

APPENDIX II

GOALS AND OBJECTIVES

SOCIAL SERVICES DIVISION
COMMUNITY SERVICES DEPARTMENT

DIVISION MISSION STATEMENT

The mission of the Social Services Division of the Community Services Department is, first, to provide mandatory income maintenance and social services as required by legislation and permissive services, all in accordance with available funds. Services are provided in cash (supplementary income) or kind (e.g. emergency shelter, counselling, special assistance) to residents of Metropolitan Toronto who are defined as being needy by legislative or policy criterion. In order to maximize relevance and accessibility, service delivery is achieved through a community-based model at sites throughout the Metropolitan area.

The second major aspect of Division mission is to contribute to identification of social needs, both within current program frameworks and those which are unmet in the community. The Division should facilitate program development and establish vehicles for change where appropriate. To attain this mission, the Division of Social Services must work in conjunction with other divisions and departments in Metro, other levels of government, School Boards, and various private and charitable organizations.

A. INCOME MAINTENANCE

MISSION: To ensure the continued operation of an Income Maintenance program designed to serve the needy and facilitate entry of employables into the work force.

OBJECTIVES:

1. MAINTAIN A 24-HOUR RESPONSE TIME TO CLIENTS THROUGH THE FOLLOWING ACTIONS:

1.1 Continue the development of a caseload forecasting methodology.

1.2 Develop and implement a formalized monitoring system to determine normal and exceptional increases in the 24-hour response time.

1.3 Decentralize authority to respond appropriately and increase accountability at Area Offices through:

1.3.1 Development and refinement of the necessary management information systems as follows:

- Analyze C.I.M.S. to determine which management needs are met and what supplementary information is essential for the Income Maintenance program.

- Develop cost centre budget preparation and control.

1.3.2 Development of results-focused standards that allow flexibility to handle variable service demands.

1.3.3 Review, update and clarification of existing manuals and development of new manuals where needed to ensure consistent communication of current policies and procedures.

1.3.4 Development and implementation of a monitoring system to ensure that systems, procedures, legislation and policy are strictly adhered to and consistently applied.

2. MAINTAIN OPTIMUM STAFFING LEVELS THROUGH THE FOLLOWING ACTIONS:

2.1 Streamline recruitment of Area Office Staff to meet variable service demands through:

2.1.1 Establishment of a linkage between the caseload forecast

and staffing levels.

2.1.2 Review of the hiring procedures from initial request to completion.

2.2 Rationalize caseload/worker ratio through a study of actual time spent on various work activities.

2.3 Assess impact of work load increases on middle management (clerical, technical and administrative) to determine staffing needs.

3. ENHANCE EFFECTIVE UTILIZATION OF STAFF THROUGH THE FOLLOWING ACTIONS:

3.1 Determine the best staff deployment methodology to most effectively meet new caseload requirements while maintaining focus on assistance of current cases.

3.2 Investigate opportunities for improved utilization of staff through changes to excluded positions.

3.3 Clarify accountabilities and monitor performance through development of a performance evaluation system and enhancement of counselling between staff and supervisors.

3.4 Review and clarify the following issues with Personnel:

3.4.1 Policy on employees who are 65 and older and members of the City pension plan.

3.4.2 Proper handling of underachievers in good standing.

3.5 Improve physical layout of Area Offices to promote effective supervision of teams and establish standards for future use in negotiating space requirements.

4. OPTIMIZE CONDITIONS FOR FACILITATING RE-ENTRY OF EMPLOYABLES INTO THE WORK FORCE THROUGH THE FOLLOWING ACTIONS:

4.1 Enhance priority of long-term cases through examination of possible organizational solutions (e.g. the "Special Team" concept).

4.2 Increase proactive role of Counselling and Work Activity interfaces.

5. MAINTAIN ACCESSIBILITY OF HOME-BASED SERVICE DURING HIGH DEMAND PERIODS THROUGH THE FOLLOWING ACTIONS:

5.1 Determine needs and install the appropriate number of telephone lines.

5.2 Examine possible changes in hours of operation of Area Offices.

6. INCREASE THE EFFECTIVENESS OF ANCILLARY PROGRAMS AND ADMINISTRATIVE ACTIVITIES AS FOLLOWS:

SPECIAL ASSISTANCE/SUPPLEMENTARY AID.

6.1 Review special assistance and supplementary aid programs to:

- Rationalize funding
- Improve administration
- Determine M.I.S. needs

6.2 Determine current provision of service and establish appropriate standards.

COUNSELLING

6.3 Clarify the role of counselling in the framework of service delivery and enhance or alter relationships where appropriate.

6.4 Strengthen interface with GWA and other relevant programs.

PURCHASE OF SERVICE (COUNSELLING, HOMEMAKERS AND NURSES SERVICES

6.5 Determine M.I.S. needs

6.6 Rationalize the use of in-house delivery vs purchase of service.

TEACHING HOMEMAKERS

6.7 Set standards for consistency in amount and kind of service offered and determine boundaries of target population.

INFORMATION AND REFERRAL FUNCTION

6.8 Determine what specific information, should be available at Area Offices and develop the appropriate information package.

DAY CARE

6.9 Maintain the necessary administration interface with the Day Care workers.

FAMILY COURT

6.10 Improve supervisory control of Metro employees through the assignment of an on-site Supervisor.

6.11 Review facilities of the Family Court Unit to determine the need for relocation.

6.12 Monitor changes in legislation and the hours that the court is open and adapt the program to meet changing needs.

6.13 Analyze the cost benefit and rationalize the funding of the Family Court unit.

6.14 Determine M.I.S. needs.

HOUSING

6.15 Complete the transfer of houses to the Parks and Property Department and terminate Social Service involvement.

EMERGENCY SERVICE

6.16 Determine the optimum service delivery.

6.17 Analyze staffing and initiate action for needed changes.

6.18 Determine M.I.S. needs for tracking of clients.

CHEQUE ISSUANCE AND CONTROL

6.19 Analyze the current procedure for handling sprinter cheques due to late arrival of income statements and determine whether this added work load could be handled centrally.

6.20 Review external operations that impact upon timely delivery of cheques (Queen's Park, City of Toronto, Post Office) and initiate efforts to enhance service where possible.

WORK ACTIVITY

6.21 Explore new ways of obtaining revenue for the Program through:

6.21.1 Establishment of a variety shop to sell crafts made by the participants.

6.21.2 Negotiation of contract work with the woodworking and welding industries.

6.22 Assist new participants to quickly integrate into the program and sustain their motivation and interest by:

6.22.1 Development of a system of integrated steps leading to job-readiness.

6.22.2 Redesign of daily work assignments such that each new participant will experience an immediate sense of accomplishment.

6.23 Develop individualized job search techniques for participants through:

6.23.1 Addition of job placement workers to actively assist participants in locating suitable employment.

6.23.2 Development of visual aids to instruct participants.

6.23.3 Improvement of instruction in job presentation, interviews and the writing of resumes.

6.23.4 Expansion of outside placements and on the job training.

6.23.5 Expansion of apprenticeship training through better linkages with private industry.

6.24 Review, examine and assess program activities, so as to interface these with the Provincial mandate.

6.25 Respond to the Management letter (Metro Auditor's report) with regard to the operating practices and internal controls of the program.

6.26 Establish the appropriate interface with the counselling services of Area Offices within the context of a continuum of service delivery.

7. INCREASE PUBLIC AND PROVINCIAL AWARENESS OF THE INADEQUACY OF THE WELFARE ALLOWANCES PARTICULARLY AS EFFECTS METRO TORONTO

B. HOSTEL OPERATIONS

MISSION: To provide emergency shelter and food to families and single individuals in Metropolitan Toronto who are homeless and indigent.

OBJECTIVES

1. IMPROVE THE ABILITY TO SUSTAIN A MORE RELAXED ATMOSPHERE IN THE HOSTELS THROUGH THE FOLLOWING:

   1.1 Review and establish an appropriate staffing level for each shift.

   1.2 Establish symbolic gestures to contribute toward a more relaxed atmosphere.

   1.3 Train staff in handling abusive and disruptive clients as well as self-defense.

   1.4 Prepare a written policy regarding the limits of intervention in fights between residents.

2. DETERMINE THE LEVELS OF EMERGENCY TREATMENT, FIRST AID AND MEDICAL CARE THAT SHOULD BE AVAILABLE IN THE HOSTELS AND TRAIN STAFF ACCORDINGLY.

3. PROVIDE ORGANIZED RECREATION PROGRAMS, PARTICULARLY FOR FAMILY HOSTELS AND THE SENIORS AT SEATON HOUSE.

4. IMPROVE THE MANAGEMENT OF FOOD SERVICES THROUGH THE FOLLOWING:

   4.1 Increase the supervision of food services staff.

   4.2 Establish an effective inventory and purchasing system.

5. INCREASE CONTROL OVER THE MAINTENANCE AND CLEANING FUNCTIONS AS FOLLOWS:

   5.1 Transfer all cleaning staff to the Community Services Department.

   5.2 Establish a scheduling system for periodic work requirements.

   5.3 Establish a preventative maintenance program.

6. ADJUST THE OPERATING STANDARDS OF THE HOSTEL OPERATION TO REFLECT ENRICHED PROGRAM DELIVERY IN EFFECT

7. IMPROVE THE ADMINISTRATION OF THE HOSTEL OPERATION THROUGH THE FOLLOWING:

   7.1 Develop a participatory budget process.

   7.2 Determine the information needs for management control.

   7.3 Define the legal liability of staff and administrators for the hostel operation.

   7.4 Develop appropriate staffing standards.

   7.5 Establish staff/resident committees in each hostel.

8. IMPROVE PURCHASED HOSTEL SERVICES THROUGH THE FOLLOWING:

   8.1 Develop a formula which leads to a rationalized per diem/unit rate which allows the hostels to operate adequately.

   8.2 Negotiate funding of enriched service items with COMSOC.

   8.3 Expand hostel service to battered women in the suburbs.